

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### **Mrs Densons Cookie Co Inc**

Corporation for Manufacturing Excellence (Manex)

#### **Mrs. Denson's Cookie Company Sweetens Production Capacity And Company Culture**

##### **Client Profile:**

Mrs. Denson's Cookie Company was originally established in Redwood City, California in 1966. The company's products include treats that serve the needs of many people, including those who are observing organic, kosher, fat-free, vegan, and wheat-free diets. The company, now located in Ukiah, employs less than 50 people.

##### **Situation:**

In December 1994, Mrs. Denson's Cookie Company moved to a new facility in Ukiah, California, a strategic maneuver that helped the company expand its business and become more competitive. With the addition of another oven in April 1997, production capacity increased 40 percent. To remain competitive, however, Mrs. Denson's Cookie Company needed to improve the process of its cookie production line. The company's president also wanted to teach employees the fundamentals of quality, continuous improvement, and leadership skills. He contacted the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, for assistance.

##### **Solution:**

Manex designed and developed an Employee Training Program (ETP)-funded program for Mrs. Denson's Cookie Company. Over 9 months, 43 production, technical, managerial, and administrative employees participated in 40 hours of training, focusing on total quality management and leadership skills. Training formats developed by Manex included lectures, hands-on lab work, and on-the-job coaching.

As a result, Mrs. Denson's employees used their new skills to improve productivity, reduce production lead time, and improve product quality. The training also served to improve communication and teamwork among employees, and gave them a sense of ownership and investment in the success of the company.

##### **Results:**

- Improved productivity by 15 percent.
- Reduced production lead time by 12 percent.
- Improved quality of the finished product.
- Increased employee morale.
- Improved communication and teamwork among employees.

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**Testimonial:**

"Manex made this all possible. I wouldn't have considered this undertaking without their assistance."

Mike Bielenberg, President